

25 NOV 1977

MEMORANDUM FOR: Acting Deputy Director of Central Intelligence
THROUGH: : Comptroller
FROM: :
: Acting Director of Personnel
SUBJECT: : Grade Reduction Targets
REFERENCE: : Note for Compt and AD/Pers fr AD/CI dtd
: 20 Oct 77 re same subject

Our comments in response to the questions contained in referent memorandum are as follows:

a. What will be the effect on recruitment and retention for people serving in the designated classification titles?

Comment:

It is possible that we may have to recruit at slightly lower entry levels in some instances. In most cases, however, we do not foresee the grade changes appreciably affecting our recruitment efforts since entry level positions in most target occupations would likely be classified at or above the grade levels at which applicants would be hired. From a retention standpoint, there could be some minimal initial losses, although this is questionable since our occupations will continue to reflect grade patterns which equal or exceed those found elsewhere in government.

b. Is it fair and wise to go after seven low-graded series of jobs?

Comment:

The target areas were not predetermined but rather were the result of our analysis of Agency professional, technical and clerical occupations. The seven clerical series were very similar in nature and scope of duties and responsibilities to their counterpart series found elsewhere in government, and it could be reasonably expected that

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the average grades of these occupations would be comparable to the government-wide average grades for the same series. If this had been the case, these occupations would not have been listed. However, we found that these particular occupations reflected the greatest disparities between Agency and government-wide average grade. In light of these analyses, we could not select only or several of these clerical series as targets for average grade reduction while permitting the others which evidenced like degrees of overgrading to remain untouched. Thus, these seven series were the most easily identifiable and least defensible in terms of average grade. In short, the clerical series which have been initially selected for grade de-escalation targeting were the most inflated of some 44 professional, technical and clerical occupations reviewed in comparison with other government departments and agencies. We recognize, however, that future grade reduction efforts may well include other professional, technical and clerical series which, to a lesser extent, also appear to be overgraded.

c. If jobs are to be reduced, will the incumbents be given salary retention rights for two years?

Comment:

We anticipate that employee turnover and the use of Personal Rank Assignments will obviate the need for downgradings and salary retention in most instances. The situation will require monitoring and should it develop that the number of extended PRAs indicate a potential problem, it may be necessary to institute a central mechanism to effect reassignment placements to assure that higher level vacancies within an occupational series are filled by employees who are serving on a Personal Rank basis. Downgradings with salary retention rights for two years might subsequently have to be employed where situations cannot be resolved within a reasonable period of time. This approach parallels, in principle, current thinking in the White House, Congress, and the Civil Service Commission on the subject of protecting employees against downgradings as a result of reorganization and position classification actions.



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AD/Pers SE 58 Hqs.

[redacted] (while [redacted] is on leave this week) is the O/Comptroller contact on this subject. [redacted] has reviewed an advance copy of our response and concurs.

[redacted]

[redacted] DD/Pers-P&C 1006 Ames 11/25/77 [redacted]

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10/20/77

Proposal for many
more to have

8.

9.

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15.

This is a revised draft on
ceiling controls to be used for
discussion.

1-3-

I think that
this is a sound
and effective method
that would provide
coverage of requirements
and still permit
the necessary controls
with a minimum
of confusion. Full
"creative" in concept.For your attention
& possible future
use - before we're
furnished with this!!

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